



● TRADOC

Training & Doctrine Command



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Victory Starts Here!

Mission

- **Recruit, Train and**

**Educate
the Army's Soldiers**

- **Develop Leaders**

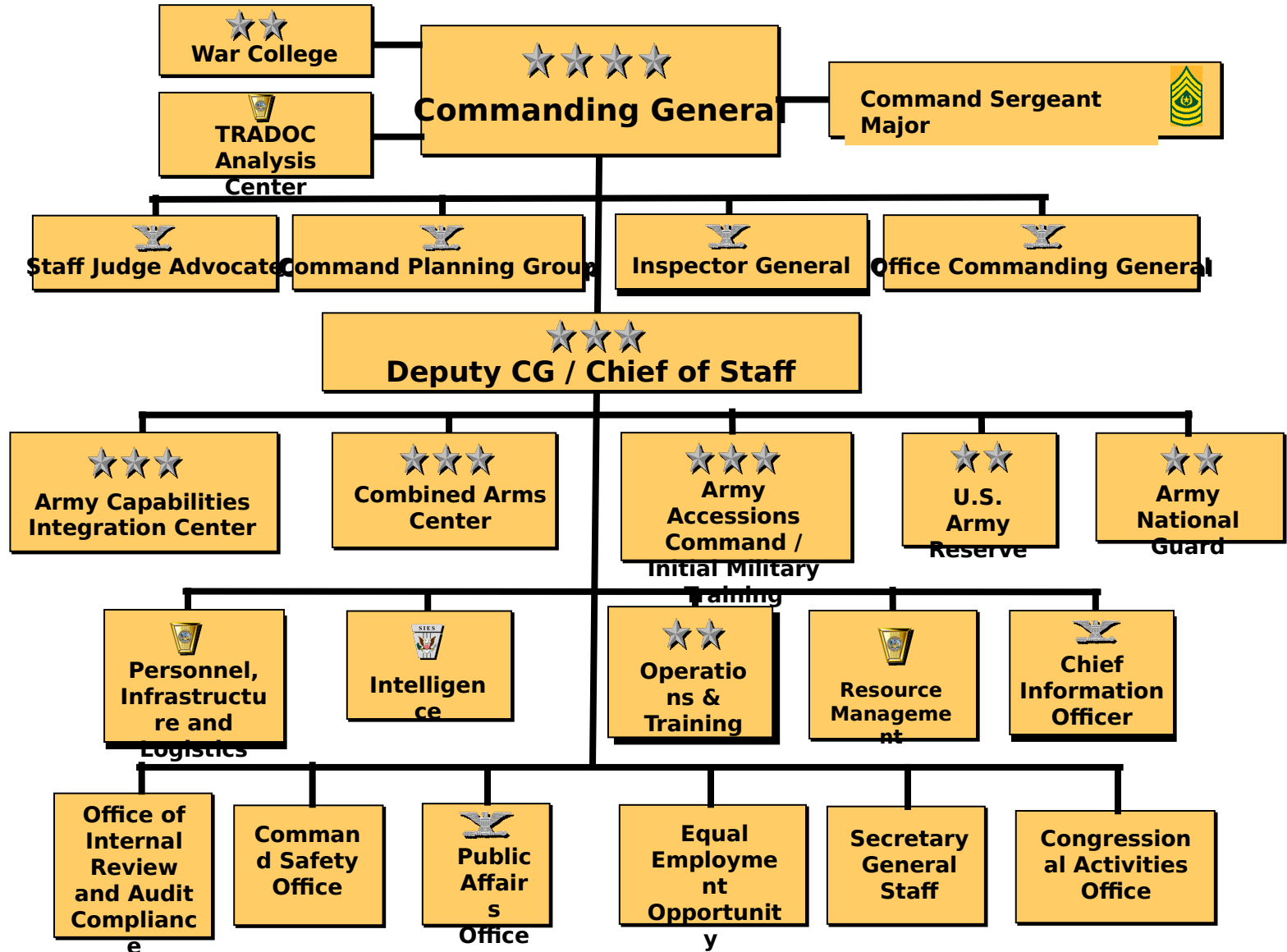
- **Support Training in**

Units

- **Develop Doctrine**

- **Establish Standards**

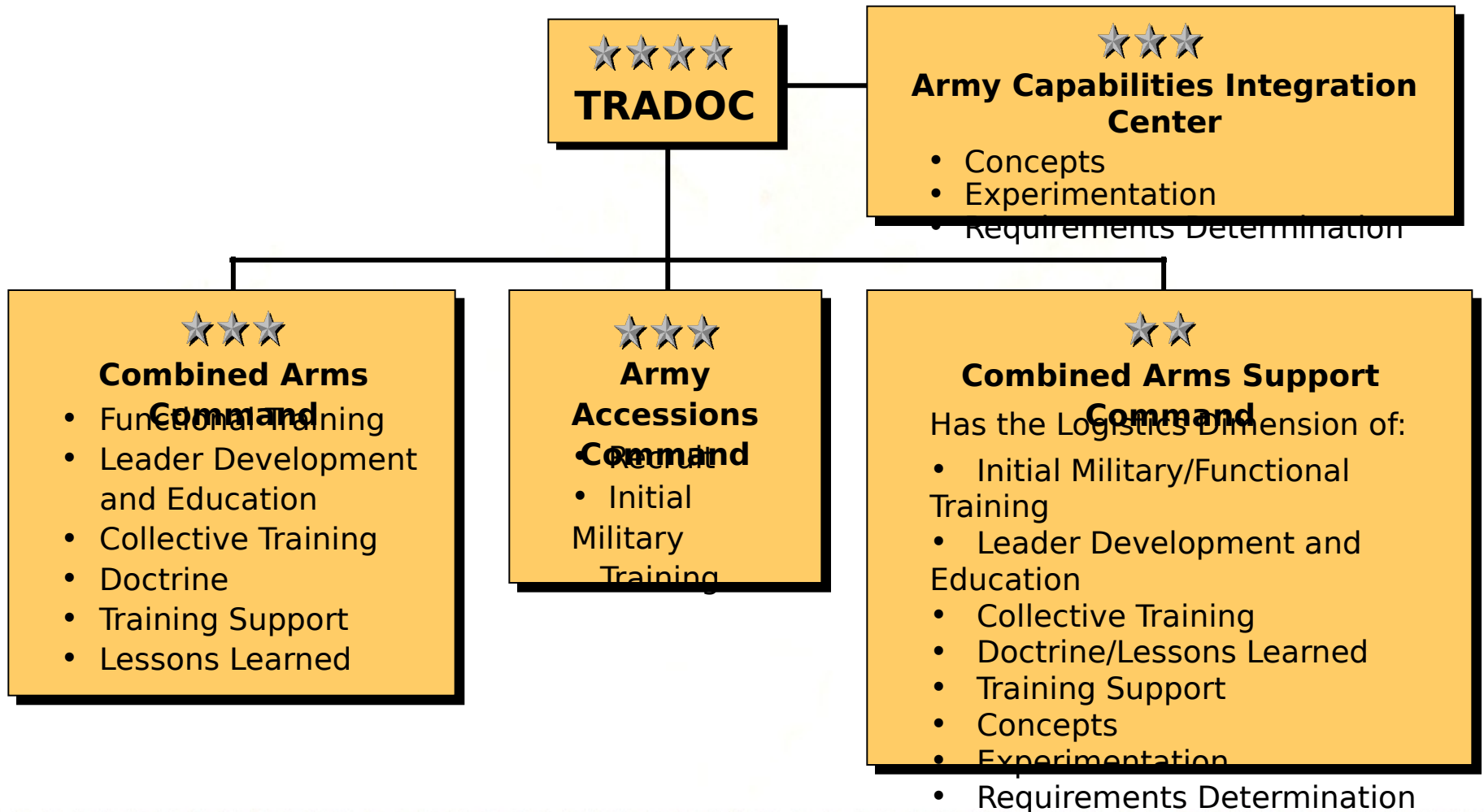
Headquarters TRADOC



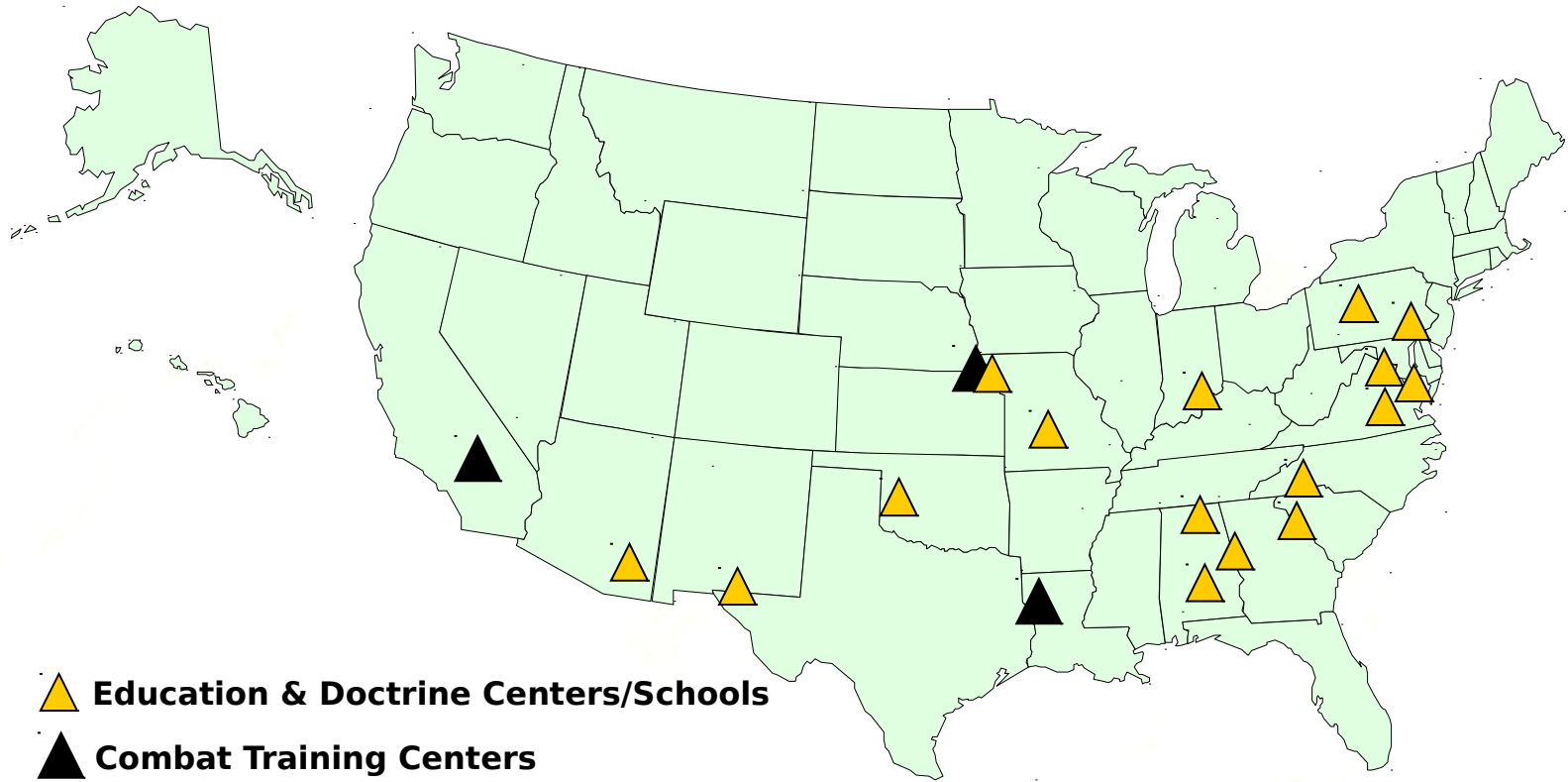
Our Core Competencies

- **Recruit Quality People, Train Soldiers, and Develop Leaders**
- **Prepare the Army to Dominate Land Combat in a Joint Warfight**
- **The Army's Architect of the Future, an Agent for Change, Fostering Innovation**

TRADOC Organization



TRADOC Across America



TRADOC's International Footprint

Foreign Liaison Officers Assigned to TRADOC



Argentina	Israel
Australia	Italy
Brazil	Japan
Canada	Korea
Chile	Netherlands
Czech Republic	Norway
France	Spain
Germany	Singapore
Greece	Turkey
	United Kingdom

Fiscal Year 05

4111 Foreign Students
Trained
Representing 142
Countries

TRADOC Liaison Officers Overseas



Australia	Japan
Canada	Korea
France	Spain
Germany	Turkey
Israel	United Kingdom
Italy	

Recruit and Train Soldiers

- **Recruit the Right Soldier**
 - 73,373 Active (FY05)
 - 19,400 Reserve (FY05)
- **Build Each Into a Warrior**
 - Basic Combat Training
 - Warrior Tasks and Drills
- **With the Right Competencies**
 - Over 150 Military Occupational Specialties
 - ...13 to 43+ weeks
- **For the First Unit of Assignment**



Relevance and Rigor in Initial Military Training

- **Relevance**

- Incorporating continuous feedback
- Applying lessons learned
- Preparing Soldiers and junior

- **Rigor**

- Increased combatives training
- Increased Field Training for
Basic Combat Training
to 14 days
- Instituted reflexive firing and night-firing techniques
- Provided additional weapons training, to include crew served weapons
- Training urban warfare tactics: street patrols, entering buildings and engaging targets in an urban environment and convoy live-fire exercise
- Instituted weapons immersion
- Require Individual weapon requalification if Advanced Individual Training is longer than 23 weeks



Training and Leader Development

- **Training and Education**

- **1,714 courses... 33 schools... 16 locations**
- **Senior Reserve Officer Training Program**
 - **272 host universities/colleges, 116 partnership schools...**
 - **Over 26,000 students**
 - **4,185 commissioned officers (FY05)**
- **Officer Candidate School...14 Weeks**
- **Basic officer leadership and branch technical training...13 to 21 weeks**

- **Junior Reserve Officer Training Program**

- **1,645 High Schools... 274,000 Students**
- **Discipline, Citizenship & Life Skills**



Transforming Leader Education

- Replicate rigor and relevance of Operational Environment
- Incorporate Cultural Awareness
- Learn how to think, not simply what to think
- Deal with uncertainty/ambiguity and choose from multiple correct solutions
- Expand focus from Army-centric to Joint, Interagency, and Multinational
- Provide doctrine as a guide... suggestive not prescriptive
- Increase experiential learning: Use of simulations
- Capitalize on returning veterans' experiences

Focus on developing Agile and Adaptive Leaders



Operationally relevant curriculum Experiential Learning

New Learning Approaches

Vision: Based on current research in adult learning theory and instructional technology, create a new learning model that supports Soldiers and Leaders who are competent to perform within a dynamic operating environment

- Design a model that supports Army Force Generation
- Systematically determine when to use face-to-face (f2f) instruction and when to use distributed learning (dL)
- Utilize adult learning principles that maximize adaptive thinking
- Design instruction using Guided Experiential Learning
- Use diagnostic testing to allow ability grouping
- Foster Soldier cohesion through collaboration

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Prepare the Army to Dominate Land Warfare

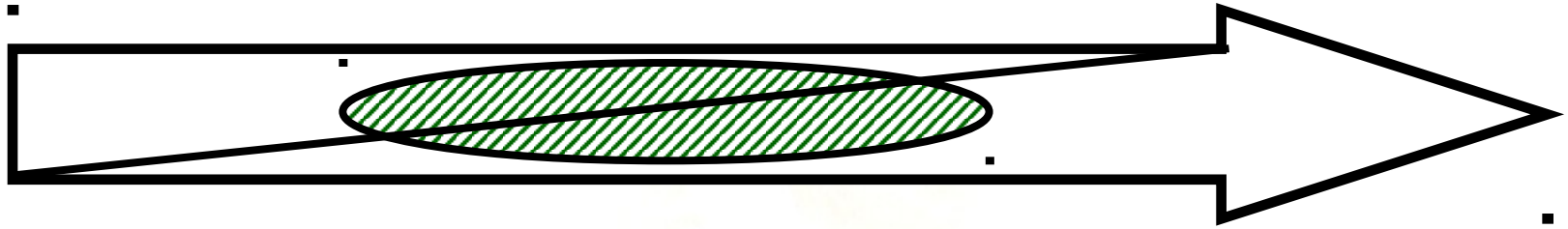
Full Spectrum

Operations, Interagency, and Combined Arms Training

- **Provide Disciplined Joint, Interagency, and Combined Arms Training**
 - Three Combat Training Centers
 - Leader and Staff training
 - Battalion through Corps
 - Adapting the Training Environment
 - Rigorous Training to Demanding Standards
- **Develop Campaign Quality Army with Joint and Expeditionary Capabilities**
 - Joint Force Land Component Commanders Course
- **Fully Engaged With Joint Forces Command and Other Services to Ensure Joint Interdependence**
 - Joint National Training Capability



TRADOC is the Army's Architect of the Future



- **Operational Concept Development**

- Illustrate how future forces will operate

- **Wargaming and Experimentation**

- Explore innovative methods
- Identify and verify solutions for required changes in Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF)

- **Requirements Determination**

- Determine, recommend, and document DOTMLPF changes with supporting analysis

ARCIC Functions

Responsible to SECARMY and CSA to determine requirements, integrate, and synchronize DOTMLPF solutions

Supports TRADOC Commander in the design, development, and integration of force capability requirements

Army lead for identification and integration of Joint required capabilities

Army coordination authority for required capabilities and DOTMLPF integration

The Way Ahead

- **To better support an Army at War now and in the future, TRADOC will:**
 - Recruit and train the right Soldier for a campaign quality force
 - Adapt training and education to the rapidly evolving and dynamic joint operating environment
 - Establish better linkages to the Operating Forces while simultaneously receiving constant feedback on ways to adapt
 - Be the Soldier's representative in the requirements process
 - Lead the Army in developing a flexible requirements process that recognizes opportunities and seizes initiative to accelerate solutions
- **TRADOC will preserve our focus on Soldiers - the centerpiece of our formations... our asymmetric advantage**

The Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

BACK-UPS

Maintaining Rigor and Relevance in IET

Urban Operations

- Imperative Soldiers learn to conduct operations in urban environments
- Urban operations conducted in BCT, OSUT and AIT



Convoy Operations

- Convoy Live Fire Exercise (CLFX) is mandatory training at BCTs and OSUT
- Quartermaster, Ordnance, and Transportation Corps AITs conduct CLFX
- All other AITs will conduct convoy training

Combatives

- All Soldiers experience hands on combatives training in BCT/OSUT and AIT
- Provides the Soldier with a basis for properly executing hand-to-hand combat before arriving in first unit



Maintaining Rigor and Relevance in IET

AIT Advanced Rifle Marksmanship (ARM)

- Reflexive fire provides the skills required to conduct short-range marksmanship (four hours)
- Target grouping designed to give Soldiers confidence (six hours)
- Soldiers are exposed to a judgment exercise with the reflexive fire/shoot-don't shoot scenarios with EST 2000



Engagement Skills Trainer (EST) 2000

- Multipurpose trainer using modified individual and crew served weapons
- Used for marksmanship, collective battlefield scenarios, and shoot/don't-shoot judgmental use of force training
 - Replicates M16, M9, M203, M240B MG, M249 MG, M2 MG, MK-19



Weapons Immersion

AITs now using in lieu of live fire crew-served weapons training

- Designed to eliminate negligent discharges
- Builds Soldiers' confidence and competence with assigned weapon
- Conduct weapon immersion training as early as possible upon arrival
 - AIT sites implementing as equipment arrives and facilities are available



Battle Command Training Program

Continuously Linked and Relevant to Warfighters

CAC Link to AOR (COIN Academy/Center for Excellence)

- Assist with development of COIN CFE POI
- Deploy CGSC instructor to COIN CFE
- Integrate information into ILE instruction
- Provide staff assistance visits
- CALL Collection and Analysis Team – collect and disseminate lessons learned

Mission Rehearsal Exercises (MRX) (BCTP-JFCOM Integration)

- BCTP MRX tailored to unit AOR
- Replicate latest insurgent tactics and personalities
- Link to OIF/OEF units via VTC to keep seminar training current; revise for follow-on unit training
- Simulated negotiations/mediation through translator
- Simulated insurgent organizations, HUMINT
- Integrated media and theater-specific cultural considerations

BCTP COIN Seminar at BDE level

- IED Awareness, Personnel Recovery, Urban Operations and additional COIN topics
- Schedule via ARFORGEN Conference to meet Reset/Train window



Dramatic Changes to Officer Education System

- **Universal certification of Small Unit Leaders at Basic Officer Leader Course (BOLC) beginning Jun 06**
- **Warrant Officers integrated into BOLC NLT FY09**
- **Cultural Awareness, Sexual Assault, Personnel Recovery, and Detainee Operations rapidly integrated into Professional Military Education (PME)**
- **Captains Career Course redesigned to incorporate Combined Arms Exercise, and provide maximum attendance flexibility**
- **Multiple Intermediate Level Education (ILE) start dates provide graduates year-round; Satellite locations provide for Universal ILE**

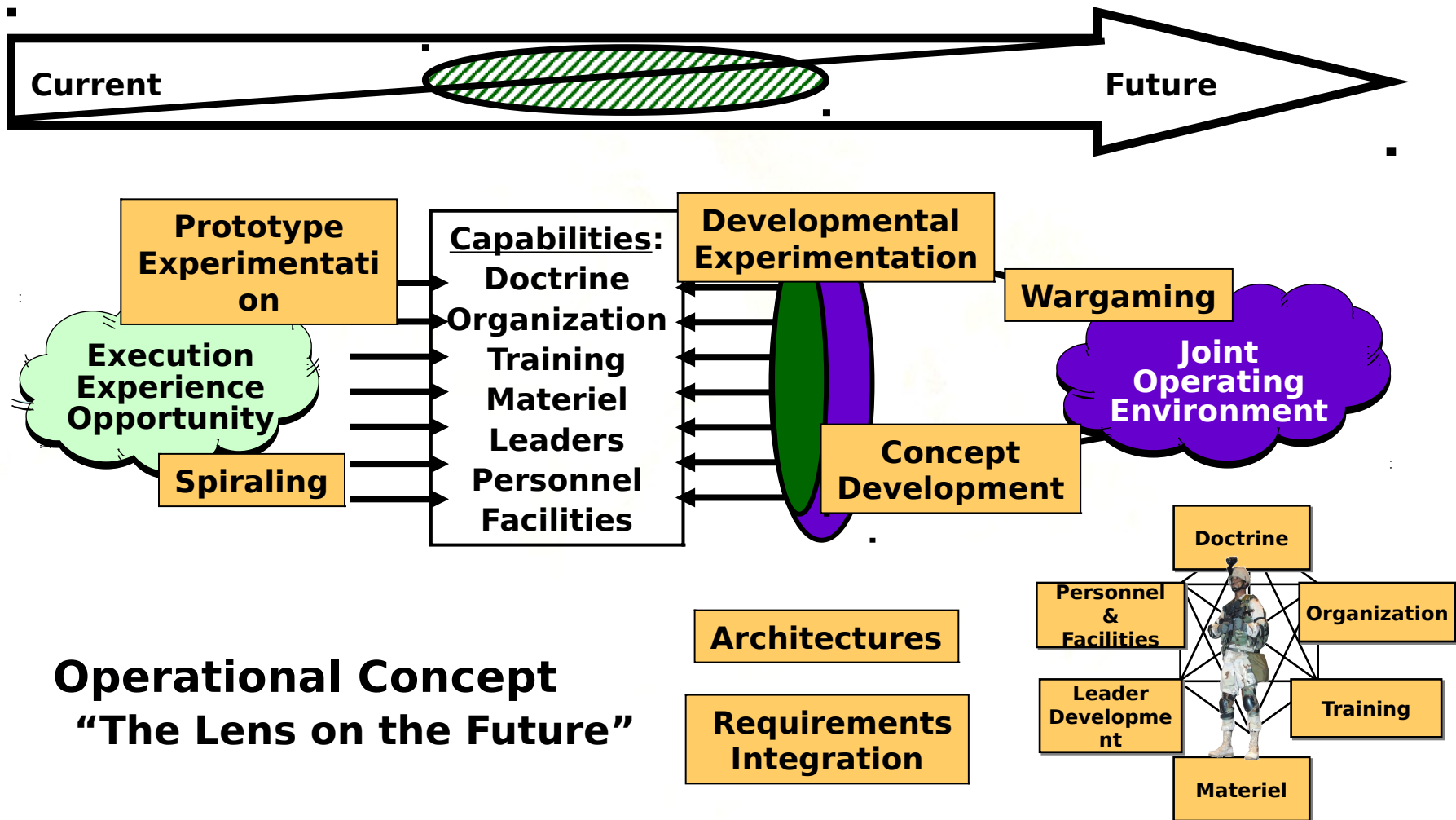


Dramatic Changes to Noncommissioned Officer Education System

- **Achieving progressive, sequential education that leverages technology, while eliminating redundancy**
- **Shorter, more relevant resident ANCOC/BNCOC courses that support ARFORGEN reset windows**
- **Revised Warrior Leader Course (WLC) that incorporates Warrior Tasks & Battle Drills, Weapons Immersion, and 96-hour Field Training Exercise (FTX)**
- **Additional instruction on Joint Operations and Cultural Awareness**
- **Exporting NCOES to the warfighter through Mobile Training Teams (MTTs) and Video Tele-Training (VTT)**



The Model of Change: How ARCIC Supports Army Transformation



Concept Development and Experimentation

FY04 FY06 FY08 FY10 FY12 FY14
FY16



Stryker

Operational
Lessons
Learned

Joint
Concept
Development

Joint
Prototype
Path

Army Prototype Path

Army Concept Development Path

Joint Concept
Development
Path

- Inform the future
- Spiral forward Future Force capabilities
- Satisfy critical operational needs
- Test compelling technology

- Concepts based
- Coherently joint
- Reduce Risk
- Actionable recommendations



FCS

Basic Officer Leadership Course

Civilian →

Officer

Branch qualified leader

→ **Small-unit leader**

BOLC I

Precommissioning

- Impart enduring officer values and attributes
- Basic soldier skills prepare officers for Phase II
- Achieved by teaching:
 - Moral reasoning
 - Critical thinking
 - Systematic inquiry
 - Analysis
 - Visualization
 - Communication
- Soldierization and exposure to leadership

BOLC II

Leadership Foundation

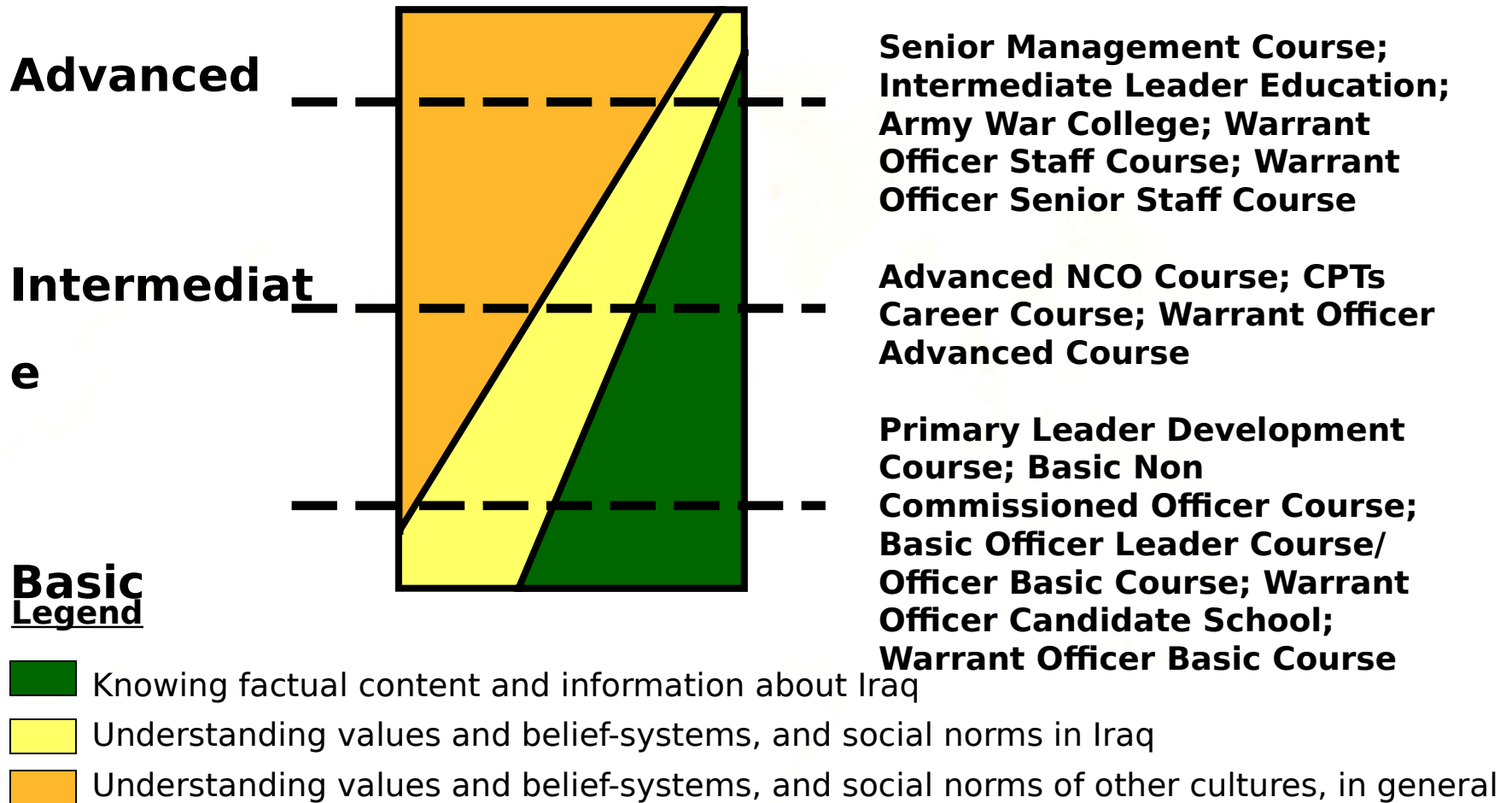
- Common small-unit leadership standard imbued with warrior ethos
- Lieutenants learn what “Right” looks like
- Increase self-awareness and self-confidence
- Foster bonding, rapid team building, trust in combined arms cohorts
- Achieved through:
 - Multiple leadership roles
 - Fieldcraft
 - Water and height confidence
 - Night operations
 - Individual weapons qualification

BOLC III

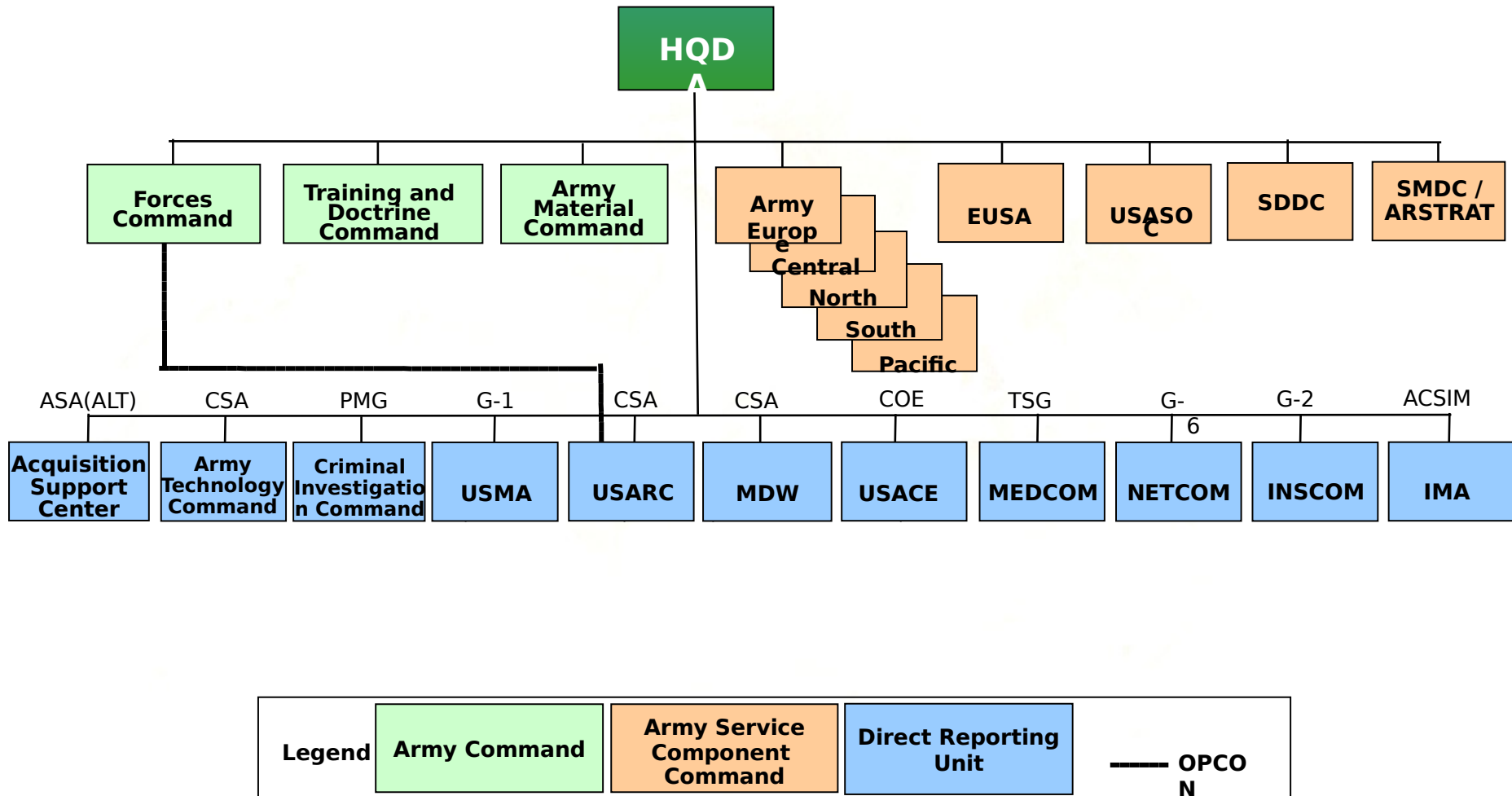
Branch Technical

- Augment Phase II Competencies
- Branch immersion
- Branch technical and tactical training
- May be followed by functional training (airborne, etc.) required for first unit of assignment

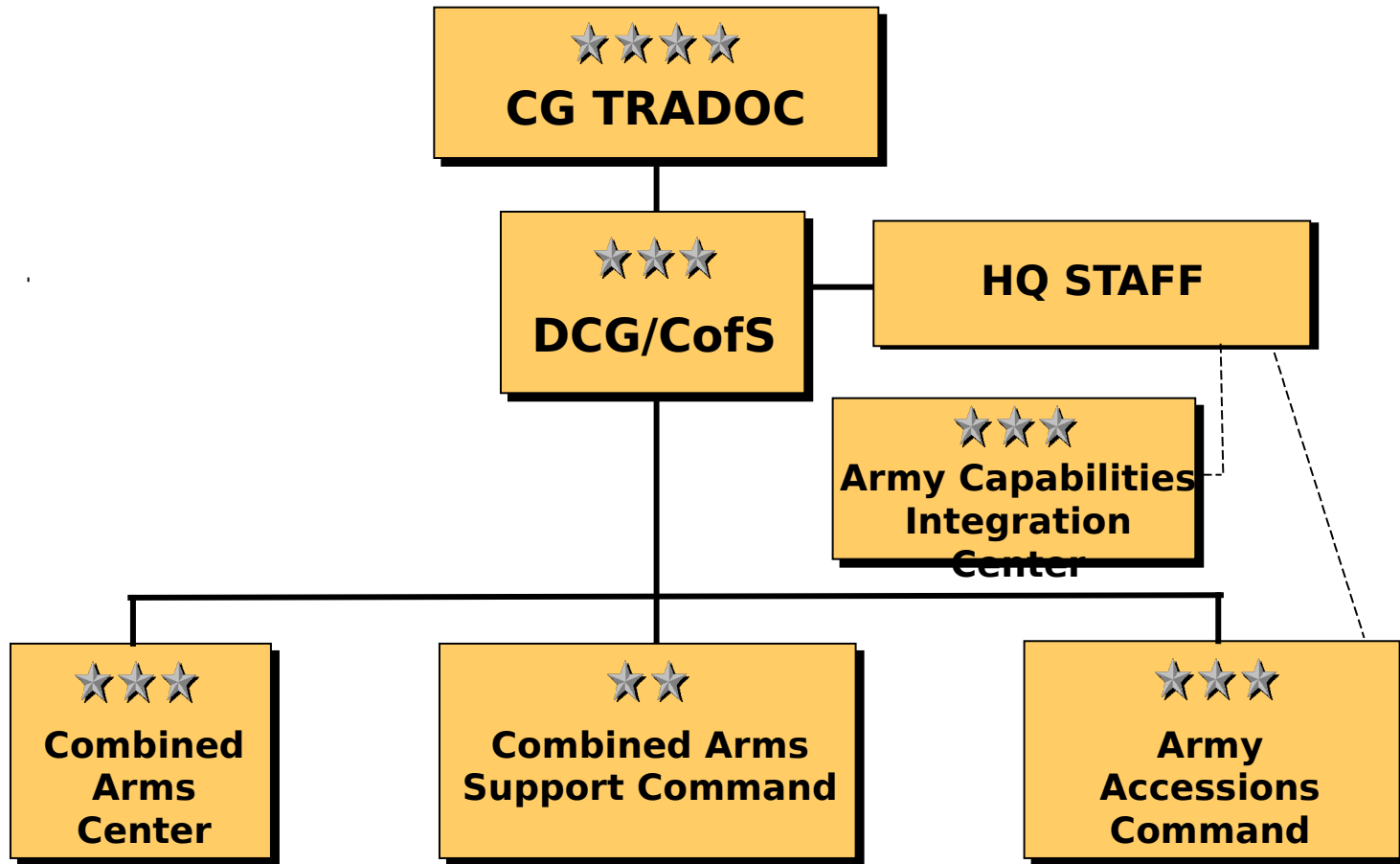
Conceptual Approach for Implementing Cultural Awareness in Primary Military Education Courses



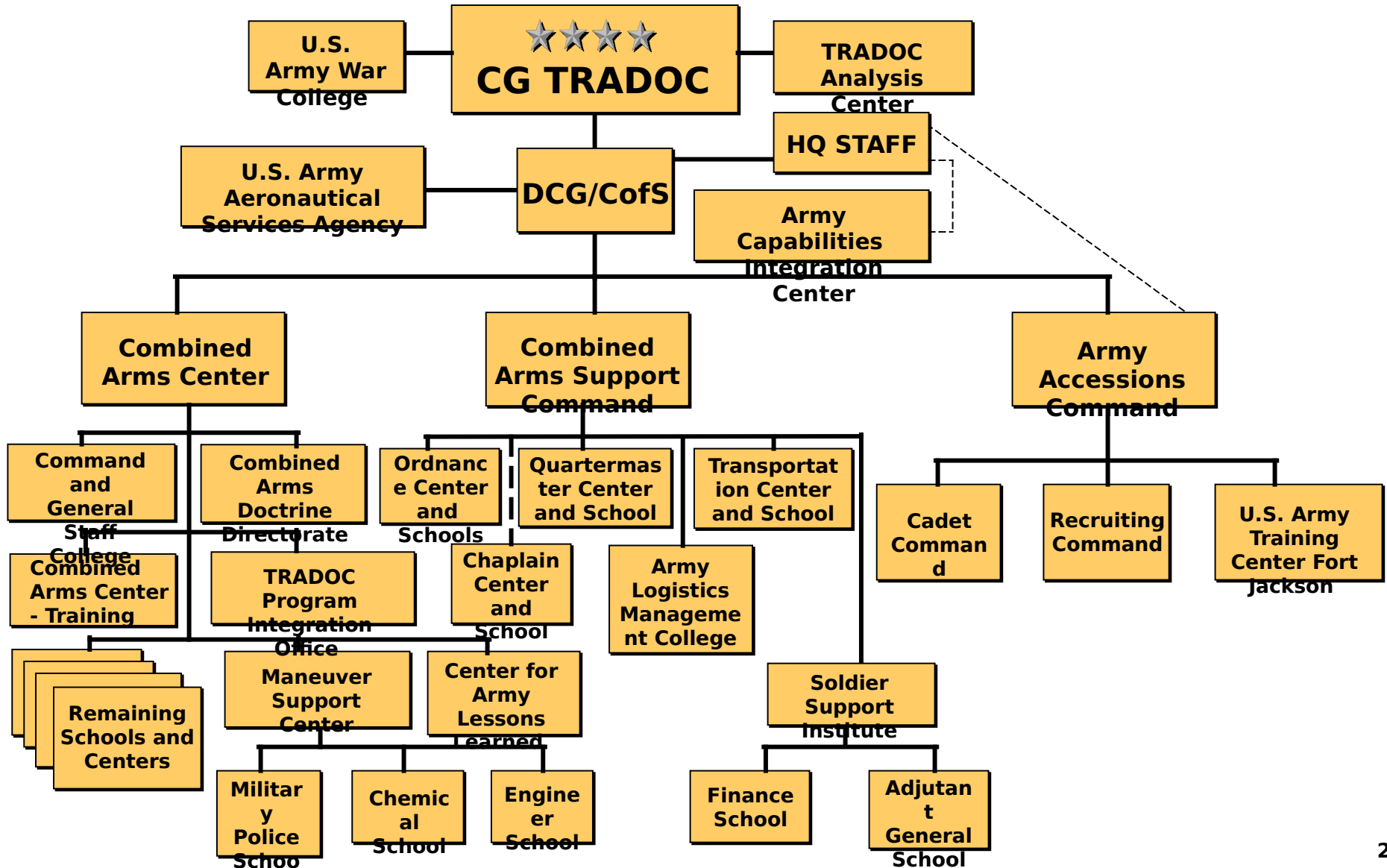
Where TRADOC Fits in the Army



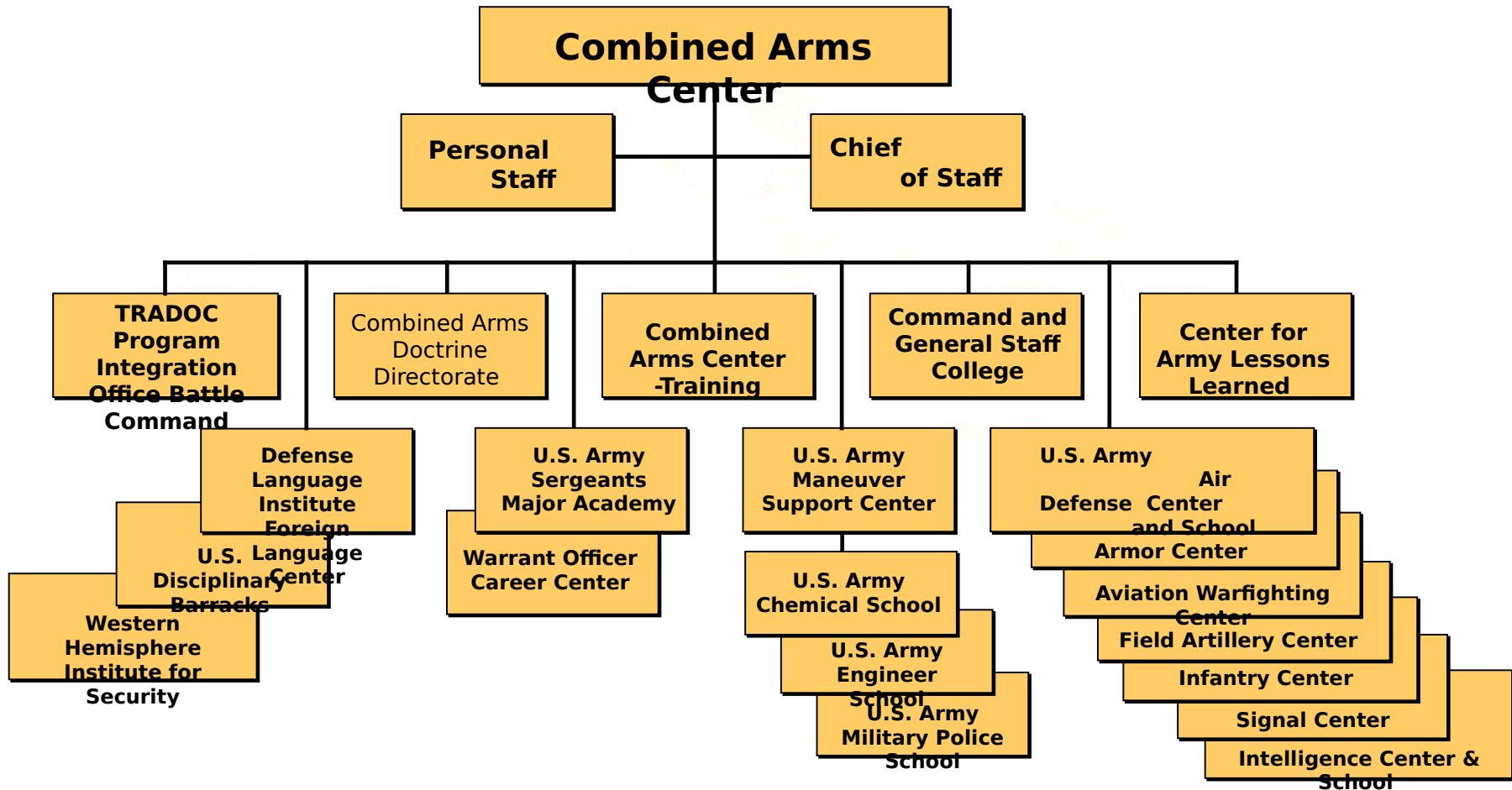
TRADOC Organization



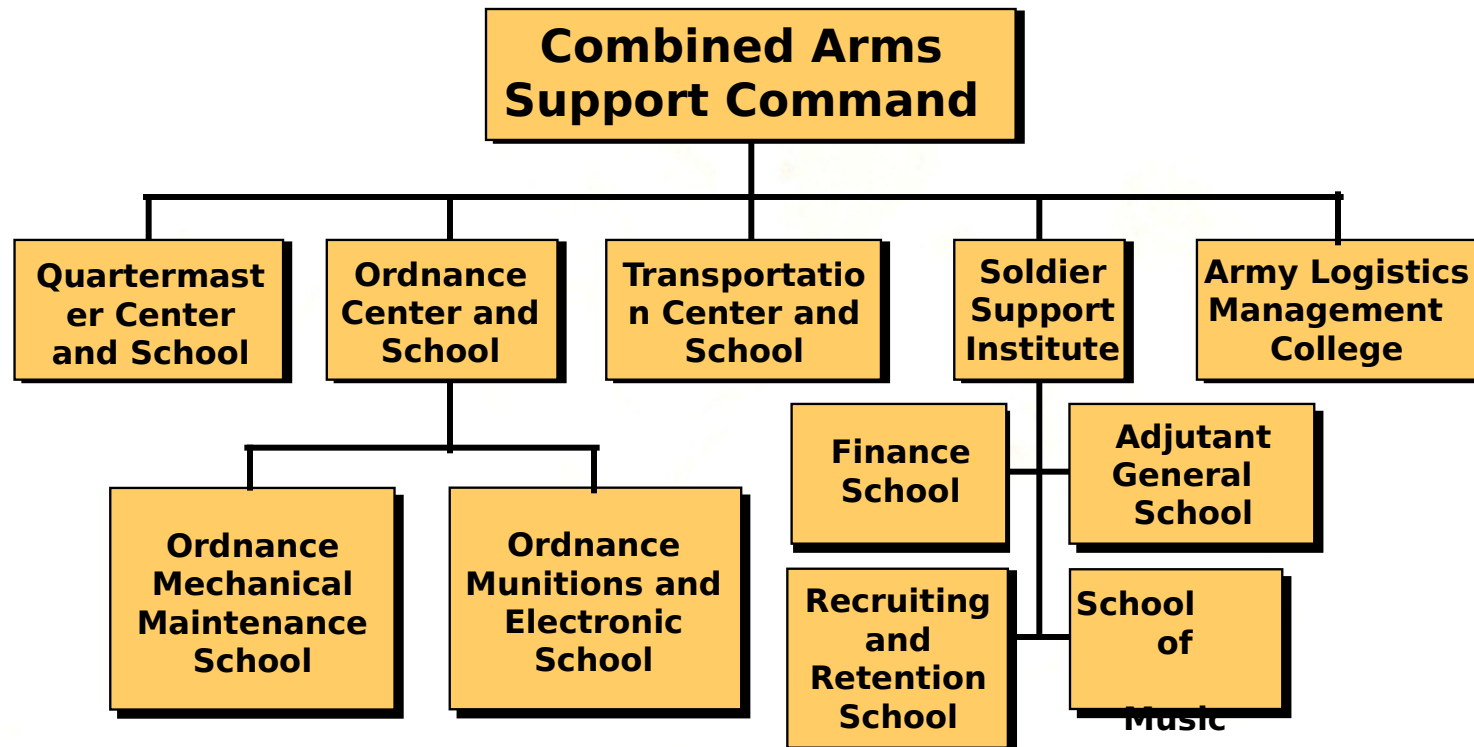
TRADOC Organization



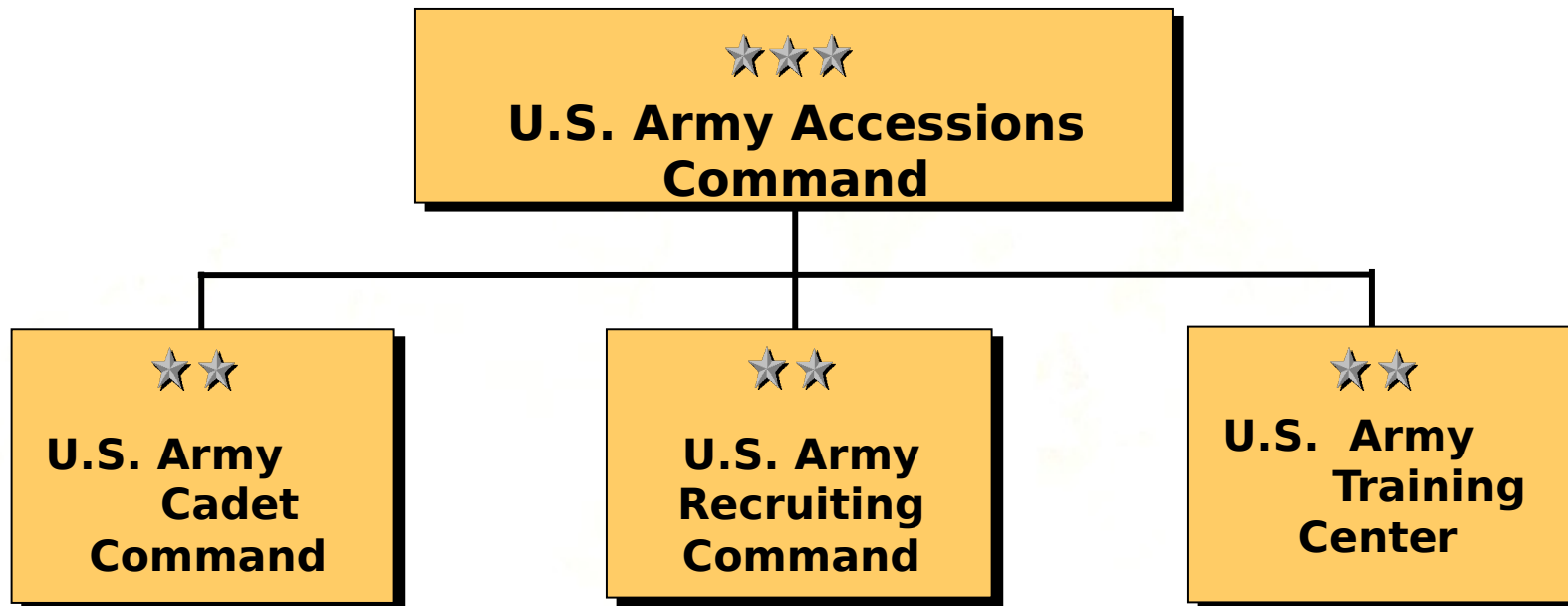
Combined Arms Center Organization



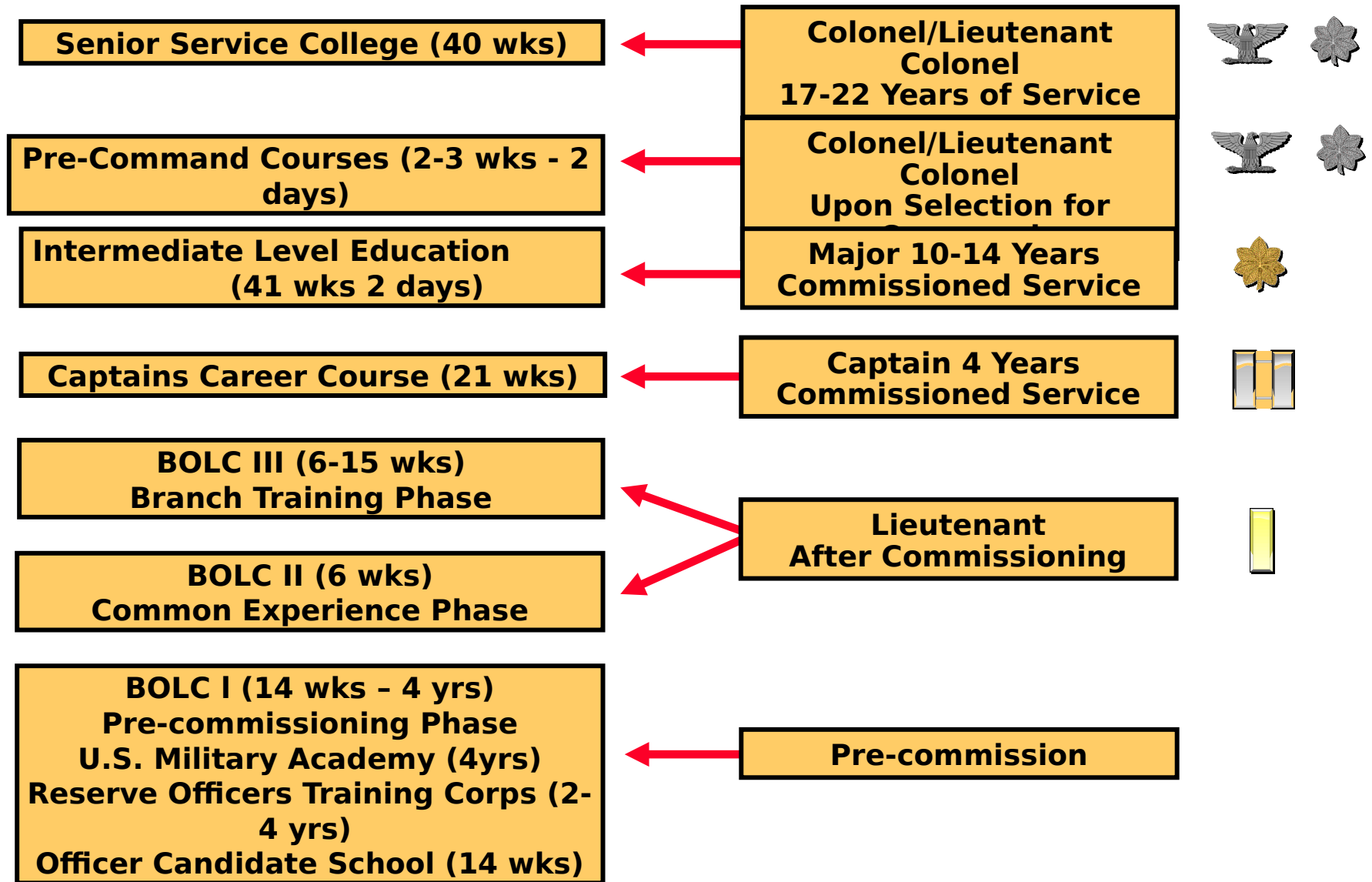
Combined Arms Support Command Organization



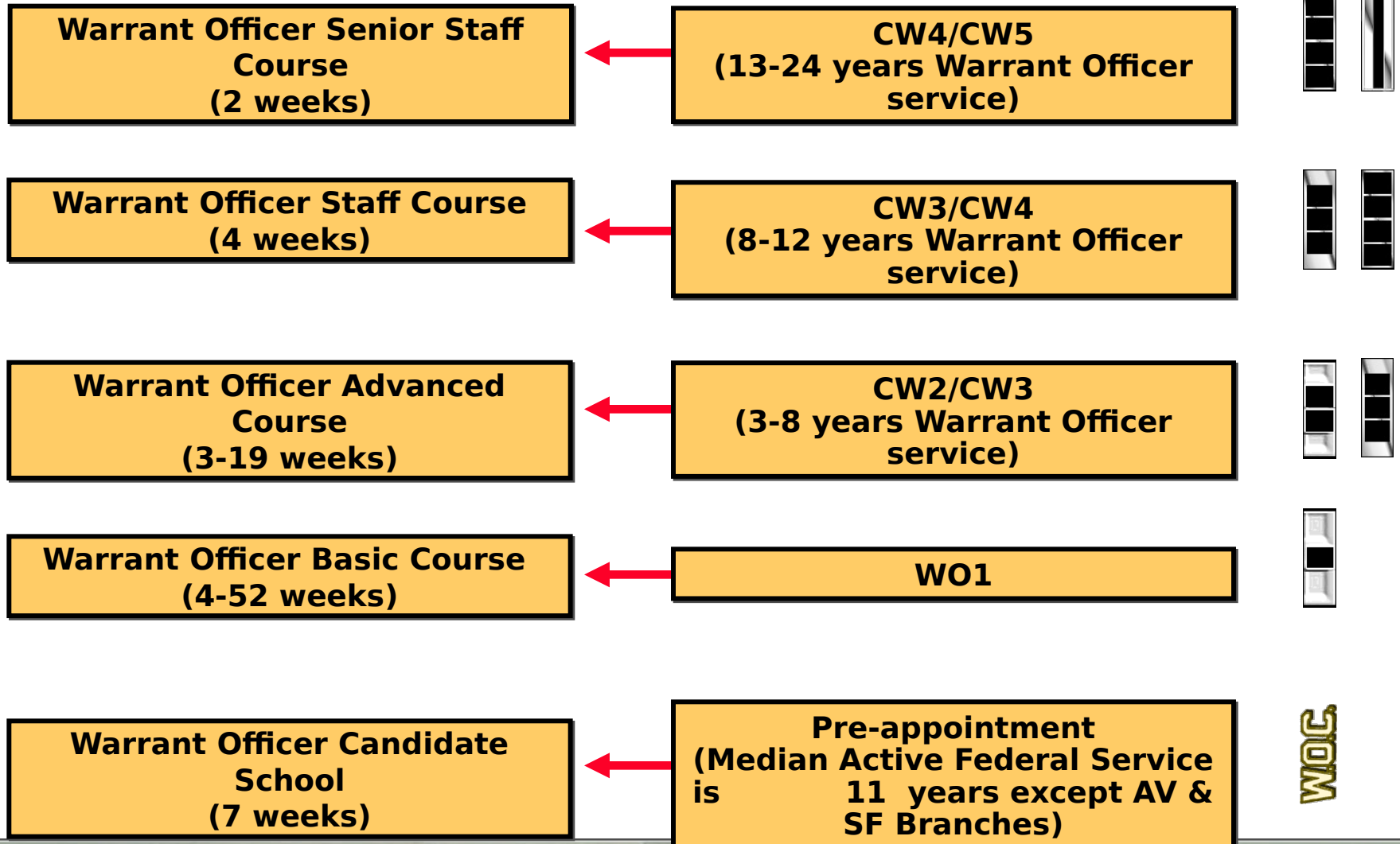
Army Accessions Command Organization



Officer Education System



Warrant Officer Education System



Noncommissioned Officer Education System

Leader Development Courses Linked to Promotion



**Sergeants Major
Course
(E9)**



**Advanced
Noncommissioned
Officers Course
(E7)**



**Basic
Noncommissioned
Officers Course
(E6)**



**Warrior Leaders
Course
(E5)**

Functional Courses Linked to Job

**Command
Sergeants Major
Course
(E9)**



**First Sergeants
Course
(E8)**



**Battle Staff
Noncommissioned
Officers Course
(E6/E7/E8/E9)**



A Warrior's Ethos

Warrior Ethos Movie

TRADOC...

Ensuring the Army is Trained and Ready



“ In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military ”